

HALLMARKS OF LEADERSHIP EXCELLENCE

PERSONAL ASSESSMENT RESULTS

Name

August 30, 2002

CHORUS[®] ASSESSMENT CENTER[™]

HALLMARKS OF LEADERSHIP EXCELLENCE™

Introduction

Companies and organizations are comprised of people. Leaders and their mindsets not only shape organizations, but they also make the difference. Products, services, marketing, customer service, etc. help define what a company does or produces, but it is ultimately its people and leaders who either constrain or accelerate its performance. A company's competitive edge has shifted from cutting edge products and services to having the best leadership talent. Companies and organizations that will thrive in the 21st millennium will be those who attract, develop and retain the best leadership talent pool.

The Hallmarks of Leadership Excellence™ has been developed to capture the essence and attributes of leadership excellence. The unique blend of leadership practices mapped to multiple competency and personality-based assessment instruments offers seasoned to fast track executives and managers the opportunity discern their strengths and limitations in the context of leadership excellence. Your assessment results are compared to characteristics and mindsets of leadership excellence and in turn, yield valuable insights into your abilities and areas to pursue personal growth for greater performance.

What is leadership talent? Do I have enough leadership talent to make a difference? Can I increase and/or improve my leadership talent? In moments of critical reflection, most leaders contemplate these kinds of questions and wonder if it is possible to gather valid and reliable information about themselves. The Hallmarks of Leadership Excellence has been developed to assist leaders, executives and managers who have a compelling desire to know and target improvement to reach a level of excellence for which they hunger.

Leadership talent can be elusive. We believe that leadership talent is comprised of character, intrinsic gifts, drive, personality, competencies, skills, attitudes, experiences, instincts and judgment. Also of critical importance is a leader's commitment to recognize personal deficiencies and possess a profound desire for personal growth. The Hallmarks of Leadership Excellence™ tool is able to provide an information-rich stream of qualitative and quantitative feedback that with reflection and growth can bring powerful insights and measurable performance improvement.

We believe that multiple and diverse instruments provide the best assessment perspective in comparison to even the highest quality one-dimensional instruments. Multiple, diverse instruments are similar to taking pictures of an object at different angles. Different angles give a more full picture of the subtleties, dimensions and characteristics of the object being observed. The Hallmarks of Leadership Excellence™ utilizes instruments that evaluate leaders from the angles of competencies, personality, critical thinking skills and emotional intelligence so that respondents receive a more complete profile of their leadership acumen.

The Hallmarks of Leadership Excellence™ feature assessment instruments that have been statistically validated are nondiscriminatory (race, culture and gender) and custom selected from over 35 leadership instruments. In addition to the statistical strength of using multiple, diverse and applicable instruments, all performance improving suggestions have been mapped to the respective competencies of each Hallmark. This unique process provides the respondent constructive feedback from instruments specifically designed to help determine executive excellence. Your leadership results have been analyzed and evaluated by the following unique blend of executive leadership instruments:

- ❑ **Personal Competency Inventory** – This assessment provides information on an executive's abilities in several key areas ranging from strategizing to handling stress. Based upon a competency model, the assessment helps people understand their strengths and limitations as well as identifies career development efforts needed to increase their performance in the identified key areas.
- ❑ **Manchester Personality Questionnaire Version 14.2** – This instrument is specifically designed to provide a comprehensive assessment of critical personal characteristics that are likely to have a high impact on work success. The MPQ14.2 is regarded as one of the most valid and reliable means of assessing personal competencies. As a result, this instrument is a powerful tool for understanding an executive's strengths, limitations and areas of professional competence.
- ❑ **Work Profile Questionnaire-Emotional Intelligence** – The WPQei is based on a conceptual model of emotional intelligence that has seven components. An overall score for emotional intelligence is generated in addition to a score on each of the seven competencies. Areas for development and the respondent's preferred team role are also identified.
- ❑ **Watson-Glaser Critical Thinking Appraisal (WGCTA)**. This tool is designed to measure an executive's critical thinking skills. The WGCTA is based upon the assessment of five critical thinking skills (inference, recognition of assumptions, deduction, interpretation and evaluation of arguments) central to performance excellence.

To help you navigate the Hallmarks of Leadership Excellence™ report, the following sections are in order of appearance with corresponding descriptions:

- ❑ **Introduction.** The first section describing what, why and the value of the Hallmarks of Leadership Excellence
- ❑ **Hallmarks Profile Summary.** A brief narrative summary of a respondent's results with a bar graph profiling the composite scores for each Hallmark
- ❑ **Hallmarks Analysis.** Each of the 10 Hallmarks is described separately, illustrated with specific competencies and noted with respective value statements mapped from the results of the four leadership assessment instruments. For visual clarity and quick reference, each Hallmark and its respective competencies have been charted individually and averaged into a Hallmark composite score

- ❑ **Transformational Outcomes.** Based upon the findings from the four leadership assessment instruments compared to the Hallmarks of Leadership Excellence, performance improvement recommendations are provided for those Hallmark areas reporting limitations.
- ❑ **Composite Scales.** Results summary for each of the four assessment instruments are provided for easy reference.
- ❑ **Composite Transformational Outcomes.** Each Hallmark of Leadership Excellence has Transformational Outcomes that have been supplied at the end of the report as a guide and reference for leaders who desire excellence in multiple areas of acumen.
- ❑ **Assessment Instrument Reports.** Reports for each of the leadership assessment instruments along with an introduction on how to use the reports is provided for the following instruments:
 - Personal Competency Inventory (PCI).
 - Manchester Personality Questionnaire Version 14.2 (MPQ14.2)
 - Work Profile Questionnaire-Emotional Intelligence (WPQei)
 - Watson-Glaser Critical Thinking Appraisal (WGCTA)

Hallmarks Profile Summary

The composite score for each of the Hallmarks of Leadership Excellence is presented in the table below. Composite scores were calculated by averaging the scores from the competencies associated with each Hallmark derived from the four leadership assessment instruments. Results between 1 and 3 reflect limitations that may be present in the performance of the respondent in the Hallmark characteristic. Scores between 4 and 7 indicate mid-range Hallmark behaviors that could become strengths with additional learning and practice. Scores between 8 and 10 give evidence of strength in behaviors and skills associated with the Hallmark.

As you review your profile summary, think about the Hallmark leadership characteristics that are most important to your current responsibilities to determine those requiring your immediate focus. For executives and managers who aspire to comprehensive excellence, we encourage you to sort through the Hallmark attributes and prioritize your learning and practice gaps to reach systematic mastery of the Hallmark behaviors and skills. The next section of the report, **Hallmarks Analysis**, identifies specific competencies associated with each of the Hallmarks from the four leadership assessment instruments.

Hallmark	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Integrity											5
Speed/Initiative											6
Quality-driven/Customer-focused											5
Effective Communicator											5
Strategic Focus											5
Continuous Learner											6
Energetic Team Builder											5
Extraordinary Results											5
Financially Literate											5
Emotional Maturity											6

Hallmarks Analysis

Integrity – Builds trust. Speaks and lives truth with honesty, courage and grace.

The character quality of integrity has always been important both in the world of leadership and in interpersonal relationships that we all enjoy. It has been said that integrity is the currency of trust by which business relationships thrive and prosper. Integrity like many other characteristics can be abstract. We have identified five competencies (*ethics, communication, finance, self-awareness and conscientiousness*) from the leadership assessment instruments that form a foundation for feedback to you on this critical Hallmark.

Your composite score for the Hallmark of Integrity is 5. This represents a mid-range skill in the cluster of behaviors defining integrity. Each competency score is presented in the table below along with respective value statements to offer descriptive insights of behavior and skills associated with the Hallmark of Integrity. Recommendations for improving your Hallmark of Integrity are furnished later in the report.

Integrity	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Ethics											5
Communication											7
Finance											2
Self-awareness											7
Conscientiousness											6
Overall Score											5







- ❑ **Ethics** - Usually confronts inappropriate behavior, average display of respect of individual and cultural differences and frequently keeps promises and commitments
- ❑ **Communication** - Frequently communicates views and opinions in a clear, open and effective manner and is considered friendly and approachable
- ❑ **Finance** - Lower than average ability to manage money, negotiate budgets and control costs
- ❑ **Self-awareness** - Occasionally misgauges personal emotions and their effects on other people and situations, accepts some criticism and usually admits to mistakes
- ❑ **Conscientiousness** – Average attention to detail, frequently follows through with commitments and often balances the challenge between expediency and meeting expectations

Hallmarks Analysis

Speed/Initiative – Sizes up situations quickly. Acts decisively. Anticipates change and initiates solutions.

Business climate and the frequent demands on leaders can often create tension and uncertainty. Add a frenzied pace of change with the critical need for decisiveness and you have a formula for failure and burnout. Leaders who not only survive, but excel within these pressures have learned how to leverage the Hallmark of Speed/Initiative. The competencies (*decisiveness, openness to change, intuition, innovation and critical thinking*) capture many of the attributes descriptive of this Hallmark.

Your composite score for the Hallmark of Speed/Initiative is 6. This represents a mid-range skill in the cluster of behaviors describing speed/initiative. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Speed/Initiative. Recommendations for improving this Hallmark are furnished later in the report.

Speed/Initiative	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Decisiveness											7
Openness to Change											6
Intuition											4
Innovation											6
Critical Thinking											7
Overall Score											6

- ☐ **Decisiveness** - Average ability to make decisions, deliberate and systematic in initiating and implementing decisions
- ☐ **Openness to Change** – Demonstrates some tendencies toward understanding and accepting change, is creative and willing to experiment with new ideas and strategies as the average person
- ☐ **Intuition** – Balances instincts and fact gathering in forming decisions as well as the average person
- ☐ **Innovation** - Occasionally considers new ideas, approaches and methods in confronting problems and challenges
- ☐ **Critical Thinking** – Average ability to interpret complex information, apply reasoning skills to problem solving and evaluate information to arrive at correct conclusions

Hallmarks Analysis

Quality-driven/Customer-focused – Listens to customers. Dedicated to achieving quality service and personal excellence.

Competitive edge is achieved when the leaders of companies or organizations are driven to provide quality and value to their customers. Leaders who practice the competencies that comprise the Quality-driven/Customer-focused Hallmark (*conscientiousness, perfectionism, customers, empathy and relationship*) are better prepared to meet the demands and challenges of helping their companies keep and increase market share.

Your composite score for the Hallmark of Speed/Initiative is 5. This represents a mid-range skill in the cluster of behaviors describing quality-driven/customer-focused. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Quality-driven/Customer-focused. Recommendations for improving this Hallmark are furnished later in the report.

Quality-driven/ Customer-focused	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Conscientiousness	██████████										6
Perfectionism	████████										3
Customers	██████████										5
Empathy	██████████										5
Relationship	██████████										6
Overall Score	██████████										5






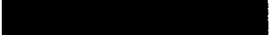
- ❑ **Conscientiousness** – Average attention to detail, frequently follows through with commitments and often balances the challenge between expediency and meeting expectations
- ❑ **Perfectionism** – May be careless with details, less methodical and lower than average drive for quality
- ❑ **Customers** – Average skill in listening and understanding customers and often anticipates and meets customers' needs
- ❑ **Empathy** - Frequently displays the ability to understand people and their needs and is often able to communicate that understanding effectively
- ❑ **Relationship** – Consistently establishes rapport with colleagues and customers, responds to collaboration and is a team player

Hallmarks Analysis

Effective Communicator – Articulates ideas and influences people through clear, coherent written and oral communications.

Having skills to communicate effectively in all forms of communication and multiple environments has never been more critical. Highly effective leaders establish presence and influence stakeholders, staff and constituents through their ability to communicate clearly and persuasively. The competencies (*communication, social skills, rationality, learning and innovation*) contain much of the essence for being a leader who displays the Hallmark of Effective Communicator.

Your composite score for the Hallmark of Effective Communicator is 5. This represents a mid-range skill in the cluster of behaviors describing effective communicator. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Effective Communicator. Recommendations for improving this Hallmark are furnished later in the report.

Effective Communicator	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Communication											7
Social Skills											2
Rationality											6
Learning											3
Innovation											6
Overall Score											5



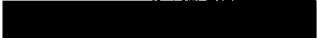


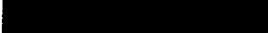
- ☐ **Communication** – Able to communicate in a clear, open and effective manner, considered friendly and approachable. Written communication is usually effective and clear
- ☐ **Social Skills** – Below average ability to build rapport with people. Focuses primarily on tasks and prefers to work alone
- ☐ **Rationality** - Thinking processes reflect an average balance of intuition, spontaneity, logic and reflection
- ☐ **Learning** - Displays tendency to be content with current knowledge and skill levels
 - ☐ **Innovation** – Occasionally considers new ideas and methods when approaching and communicating problems and challenges

Hallmarks Analysis

Strategic Focus – Conceptualizes like a business owner/partner vs. employee. Well-developed global-life view. Understands the times and issues and is equipped to develop and deploy strategic action.

Understanding the times and knowing what to do is the essence having a strategic focus. Knowing and practicing principles of strategic planning is no longer sufficient. Leaders who exhibit a global focus, process ideas with an industry-wide perspective and possess an instinct for action represent characteristics of the Hallmark of Strategic Focus. Findings from the competencies (*assertiveness, strategy, motivation, innovation and creativity*) provide the foundation for the Hallmark Strategic Focus.

Your composite score for the Hallmark of Effective Communicator is 5. This represents a mid-range skill in the cluster of behaviors describing strategic focus. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Strategic Focus. Recommendations for improving this Hallmark are furnished later in the report.

Strategic Focus	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Assertiveness											4
Strategy											6
Motivation											6
Innovation											6
Creativity											5
Overall Score											5

- ☐ **Assertiveness** - Engages ideas and solutions with others, good balance of listening and initiating issues and is able to be as persuasive in presenting ideas as the average person
- ☐ **Strategy** - Occasionally conceptualizes and communicates new ways of doing things, frequently contributes in strategic planning and scenario development discussions and effectively implements assigned strategies
- ☐ **Motivation** - Average drive, energy and persistence toward accomplishing tasks, committed to organizational vision and often thinks about career progression
- ☐ **Innovation** - Frequently thinks about new ideas and often initiates by suggestion, average balance between implementing and generating improvements in strategies and reasonably comfortable in taking calculated risks
- ☐ **Creativity** - Possesses and integrates some of the attributes of innovation, originality, imagination and implementation, anticipates and cooperates with change and occasionally initiates new, effective strategies

Hallmarks Analysis

Continuous Learner – Committed to constant personal development of technical and functional expertise. Assumes responsibility for identifying areas for personal growth. Ability to discern best practices and readily shares knowledge and skills with others.

Access to information, self-help resources, seminars, and Internet searches provide an avalanche of learning opportunities. Effective leaders who practice the Hallmark of Continuous Learner are discerning, self-motivated learners who assume responsibility for their personal growth and are eager to invest it into the lives of others. Competencies of the Hallmark of Continuous Learner (*knowledge, self-awareness, learning, relationship and social confidence*) provide a platform to understand and improve your long term leadership performance.

Your composite score for the Hallmark of Continuous Learner is 6. This represents a mid-range skill in the cluster of behaviors describing a continuous learner. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Continuous Learner. Recommendations for improving this Hallmark are furnished later in the report.

Continuous Learner	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Knowledge	██████████										5
Self-awareness	██████████████████										7
Learning	██████████										3
Relationship	██████████████████										6
Social Confidence	██████████████████										7
Overall Score	██████████████										6


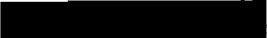



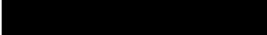
- ☐ **Knowledge** - Searches for new approaches to solve problems, committed to evaluating the environment to determine best practices and often shares new knowledge and skills with others
- ☐ **Self-awareness** Seldom misgauges personal emotions and their effects on other people and situations, seeks critical feedback and routinely admits to mistakes
- ☐ **Learning** - Displays tendency to be content with current knowledge and skill levels
- ☐ **Relationships** – Consistently establishes rapport with colleagues and customers, responds to collaboration and is a team player
- ☐ **Social Confidence** - High ability to assess social and work environments, fits in quickly and interacts effectively.

Hallmarks Analysis

Energetic Team Builder – Selects talented people. Creates and models empowering environment. Promotes diversity (cultural, race and gender) to realize business success.

Building an interdependent team environment within a company or organization should not be a slogan, but a lifestyle of the effective leader. The global orientation of business, diversity of workforce and work arrangements and collaboration with competitors are creating an environment where the mastery of team building dynamics is required. The Hallmark of Energetic Team Builder competencies (*empathy, agreeableness, innovation, social skills and intuition*) will supply you feedback on essential attributes to achieve maximum team building performance.

Your composite score for the Hallmark of Energetic Team Builder is 5. This represents a mid-range skill in the cluster of behaviors describing an energetic team builder. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Energetic Team Builder. Recommendations for improving this Hallmark are furnished later in the report.

Energetic Team Builder	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Empathy											7
Agreeableness											5
Innovation											6
Social Skills											2
Intuition											4
Overall Score											5

- ☐ **Empathy** - Engages in people's discussions and ideas, willingly builds on people's ideas and suggestions, responds appropriately to people's feelings and emotions and frequently involves people in decisions
- ☐ **Agreeableness** - Balanced between being independent and working with other people, frequently participative in team environments and confident in social situations
- ☐ **Innovation** - Frequently thinks about new ideas and often initiates by suggestion, average balance between implementing and generating improvements in strategies and reasonably comfortable in taking calculated risks
- ☐ **Social Skills** – Below average ability to build rapport with people. Focuses primarily on tasks and prefers to work alone
- ☐ **Intuition** – Balances instincts and fact gathering in forming decisions as well as the average person

Hallmarks Analysis

Extraordinary Results – Ability to align and mobilize the company's processes, resources and people to achieve measurable, bottom-line results.

Increasing market share, shrinking resources, unprepared workforce and juggling interpersonal tensions are normal demands facing most executives and managers. High performing leaders consistently display the Hallmark of Extraordinary Results as they create impact for their companies. The competencies (*project management, customers, knowledge, motivation and openness to change*) shape many of the characteristics critical to displaying this Hallmark.

Your composite score for the Hallmark of Extraordinary Results is 5. This represents a mid-range skill in the cluster of behaviors describing extraordinary results. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Extraordinary Results. Recommendations for improving this Hallmark are furnished later in the report.

Extraordinary Results	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Project Management	■■■■■										2
Customers	■■■■■										5
Knowledge	■■■■■										5
Motivation	■■■■■										6
Openness to Change	■■■■■										6
Overall Score	■■■■■										5







- ☐ **Project Management** - Lower than average ability to develop project plans, manage costs, calculate risks and develop reports
- ☐ **Customers** – Average skill in listening and understanding customers and often anticipates and meets customers' needs
- ☐ **Knowledge** - Searches for new approaches to solve problems, committed to evaluating the environment to determine best practices and often shares new knowledge and skills with others
- ☐ **Motivation** - Average drive, energy and persistence toward accomplishing tasks, committed to organizational vision and often thinks about career progression
- ☐ **Openness to Change** – Demonstrates some tendencies toward understanding and accepting change, is creative and willing to experiment with new ideas and strategies as the average person

Hallmarks Analysis

Financial Literacy – Functional grasp of the principles and language of business. Understands and evaluates financial information and values compounding of resources.

Top performing leaders conceptualize in broader business and deeper financial patterns than most and thus create more leverage and impact within their organizations. The Hallmark of Financial Literacy contains many of the competencies associated with the skills and mindset of top performing leaders. The competencies (*finance, critical thinking, innovation and knowledge*) will provide you with feedback to help you improve your financial literacy.

Your composite score for the Hallmark of Financial Literacy is 5. This represents a mid-range skill in the cluster of behaviors describing financial literacy. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Financial Literacy. Recommendations for improving this Hallmark are furnished later in the report.

Financial Literacy	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Finance											2
Critical Thinking											7
Innovation											6
Knowledge											5
Learning											3
Overall Score											5

- ☐ **Finance** - Lower than average ability to manage money, negotiate budgets and control costs
- ☐ **Critical Thinking** – Average ability to interpret complex information, apply reasoning skills to problem solving and evaluate information to arrive at correct conclusions
- ☐ **Innovation** – Occasionally considers new ideas and methods when approaching and communicating problems and challenges
- ☐ **Knowledge** - Searches for new approaches to solve problems, committed to evaluating the environment to determine best practices and often shares new knowledge and skills with others
- ☐ **Learning** - Displays tendency to be content with current knowledge and skill levels

Hallmarks Analysis

Emotional Maturity – Able to discern and transition effectively in cross-situational environments. Understands and manages personal emotions. Respects the feelings and attitudes of others.

Emotional maturity or emotional intelligence is the secret factor of effectiveness for high performing leaders. Leaders who have a strong set of executive skills, but lack emotional intelligence will not achieve up to their potential. The Hallmark of Emotional Maturity represented by the competencies (*self-awareness, emotion, social skills, empathy and stress*) selected from the assessment instruments will give you accurate and insightful feedback for this career advancing Hallmark.

Your composite score for the Hallmark of Emotional Maturity is 6. This represents a mid-range skill in the cluster of behaviors describing emotional maturity. Each competency score is presented in the table below along with respective value statements to offer helpful insights of behavior and skills associated with the Hallmark of Emotional Maturity. Recommendations for improving this Hallmark are furnished later in the report.

Emotional Maturity	Limitation			Mid-Range				Strength			Score
	1	2	3	4	5	6	7	8	9	10	
Self-awareness											7
Emotions											5
Social Skills											2
Empathy											8
Stress											8
Overall Score											6

- ☐ **Self-awareness** - Occasionally misgauges personal emotions and their effects on other people and situations, accepts some criticism and usually admits to mistakes
- ☐ **Emotion** - Mostly aware of moods and affect on behavior, consistently manages moods and often handles pressure calmly
- ☐ **Social Skills** – Below average ability to build rapport with people. Focuses primarily on tasks and prefers to work alone
- ☐ **Empathy** - Manages by listening and understanding the emotional cues of others, promotes and empowers team qualities and celebrates and rewards people's strengths and accomplishments
- ☐ **Stress** - Manages moods and emotions calmly, seeks critical feedback and learns from mistakes, sees setbacks and obstacles as manageable and empowering and effective in saying no to unreasonable demands in maintaining work/life balance